

MARKETING & SELLING



Getting Your First Customers



VENTURE DESIGN
TOOLKIT

IDEO



Helps you answer:

How will you get people to buy (or sign up) for your product or

service? /

What marketing and selling tactics should you use?



EMPATHY-DRIVEN VENTURES GET THEIR 1ST CUSTOMERS BY SHOWING THEY HAVE SOLVED A SPECIFIC NEED

Selling is **showing people you understand**
their problem and painting a picture of **how**
your product or service will help them.



Marketing & selling are acquisition activities that happen towards the beginning of a person's experience with your venture.

ACQUISITION / GETTING NEW CUSTOMERS

- How will people hear about your offering?
- How will you get customers?
- Where can potential customers find and purchase your offering?
- Why will customers try it for the first time?
- Why will they choose it over other options?
- How will people experience your venture's brand?



*They hear
about it
(your product
or service)*



They learn more



They buy it

Like any moments, marketing and selling touchpoints must be fully designed.



GETTING NEW CUSTOMERS (OR USERS) IS ONE OF THE MOST IMPORTANT ACTIVITIES IN EARLY-STAGE VENTURES.

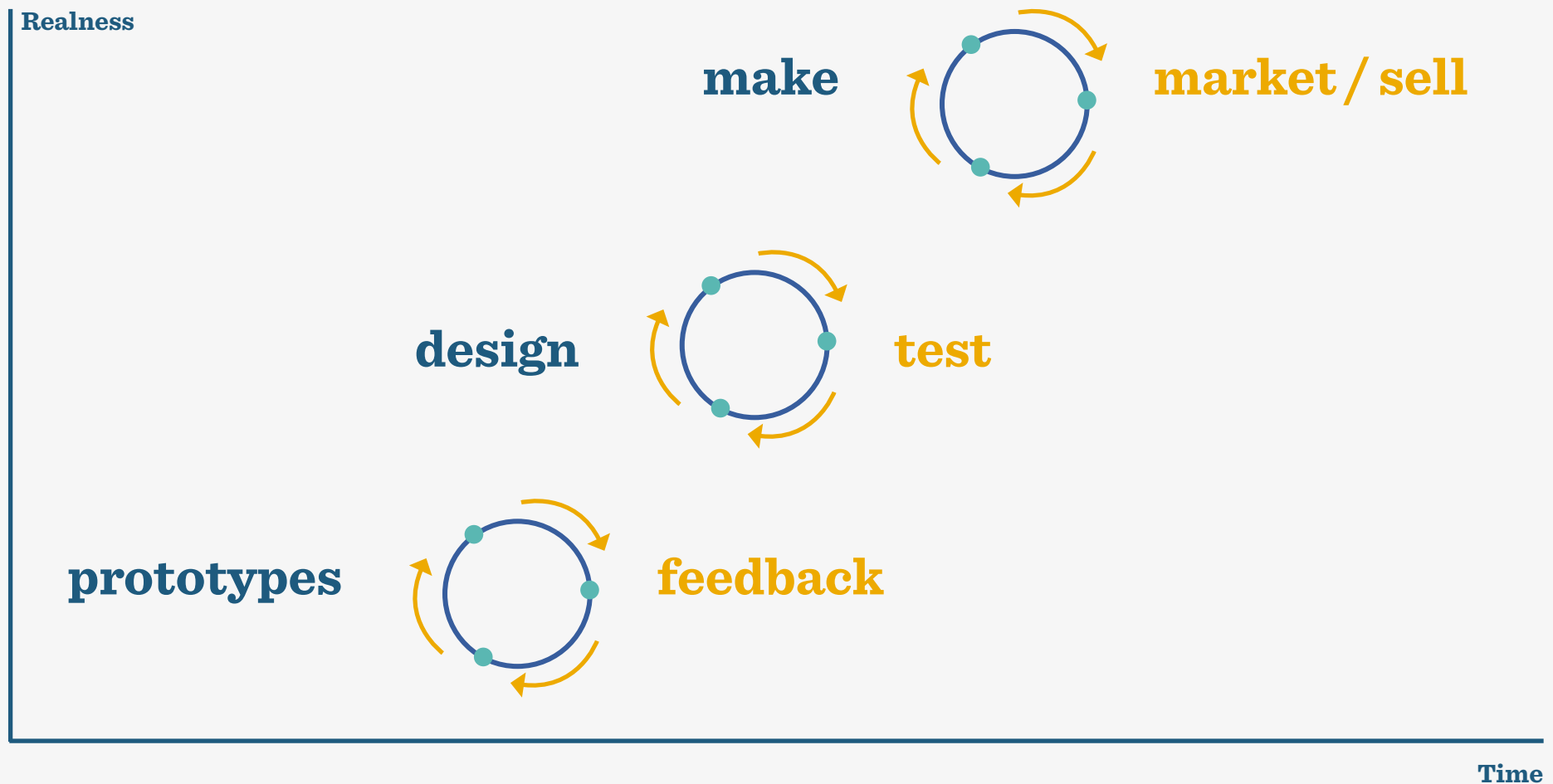
The majority of your valuable time as a founder should be spent **making** and **selling** your product.

Your **passion** and **knowledge** of your product make you the **lead salesperson** in your company.

It helps you **stay close to your customers** (*since talking to them is part of selling*).



Marketing & selling is an evolution of your earlier prototypes and process.



Your **early customers** are your best **co-creators**.



RECOGNIZE THAT YOUR FIRST CUSTOMERS ARE TAKING A BIG RISK IN BUYING YOUR NEW PRODUCT OR SERVICE.

***Consider how you can reduce that risk for them.
How might you:***

- Create an experience they can sample, try or pilot?
- Lower the barrier (money, energy, etc.) to switching to your product / service?
- Provide additional support or service as a perk early on (bonus: you'll learn a lot!)?

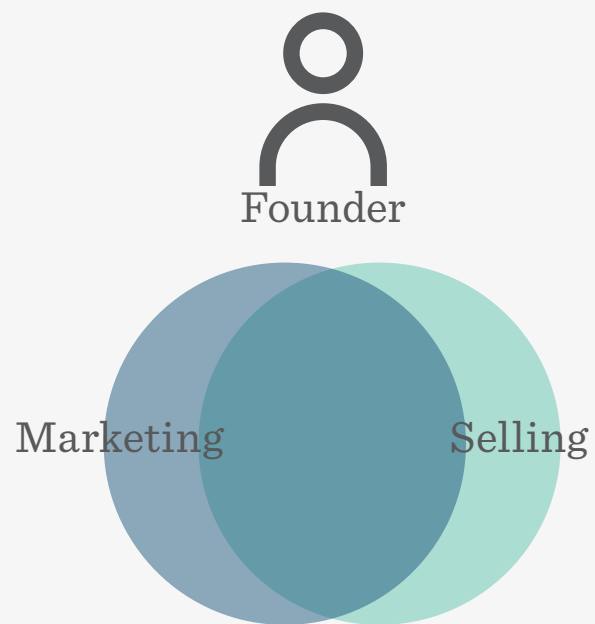


MARKETING AND SELLING DO DIFFERENT JOBS

<i>Marketing</i>	<i>vs.</i>	<i>Selling</i>
MORE INBOUND		MORE OUTBOUND
MORE PULL		MORE PUSH
FAIRLY TARGETED		HIGHLY TARGETED
ONE-TO-MANY		ONE-TO-ONE (OR A FEW)

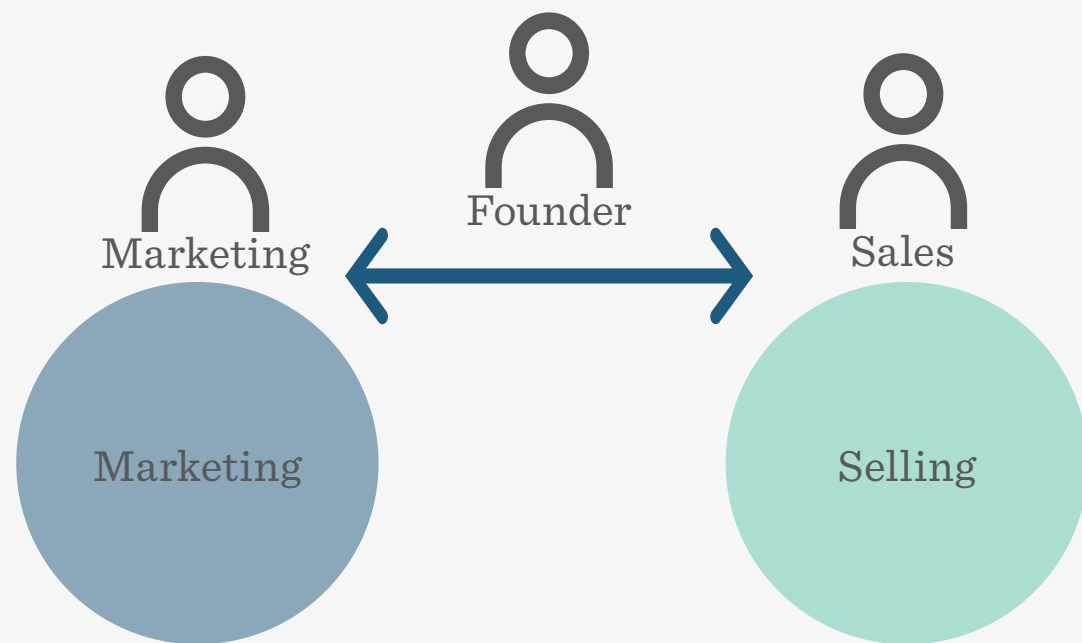
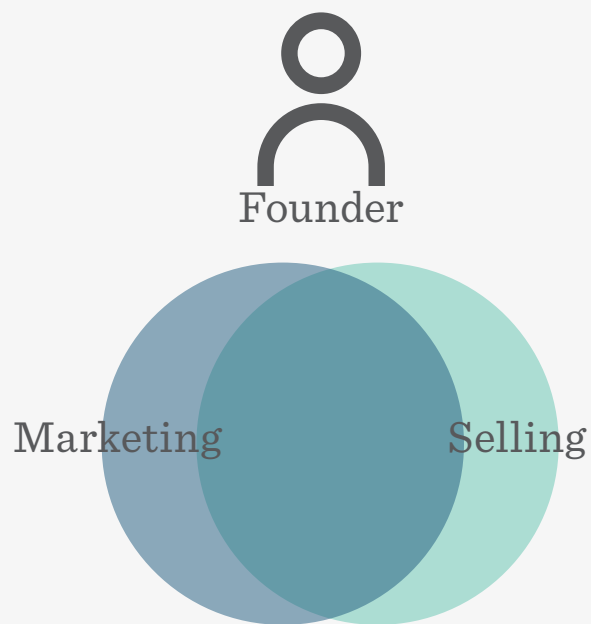


Early on, marketing & selling are almost indistinguishable.





***Early on, marketing & selling are almost indistinguishable.
As time goes on, they often have separate functions, teams,
programs and metrics.***



*(Even after some key hires, founders should stay close to
marketing & selling activities.)*



CONSIDER USING A RANGE OF ACTIVITIES TO GET CUSTOMERS

Selling

**1-TO-1
CONVERSATION**

What aspects of your product / service can you show to people that compel them to buy it?

Marketing

1-TO-MANY CONVERSATION

What message can you lead with at scale that will resonate with people?

PR / Word of Mouth

**MANY-TO-MANY
CONVERSATION**

What can you do that people feel like telling others about?



More control
over your story &
message

Less control
over your story
& message



SELLING

1-to-1 conversation

What aspects of your product / service can you show or tell that compel people to take action?

EXAMPLE: UBER DRIVER RECRUITMENT

Early on, UBER had to sell the driver opportunity to drivers in San Francisco before they were able to supply a service.

UBER employees in early cities held small info sessions and even 1-1s to recruit drivers.

Here's an example of a message (right) around flexibility they might have used.

THE ECONOMICS OF PARTNERING WITH UBER

DEMAND FOR FLEXIBILITY



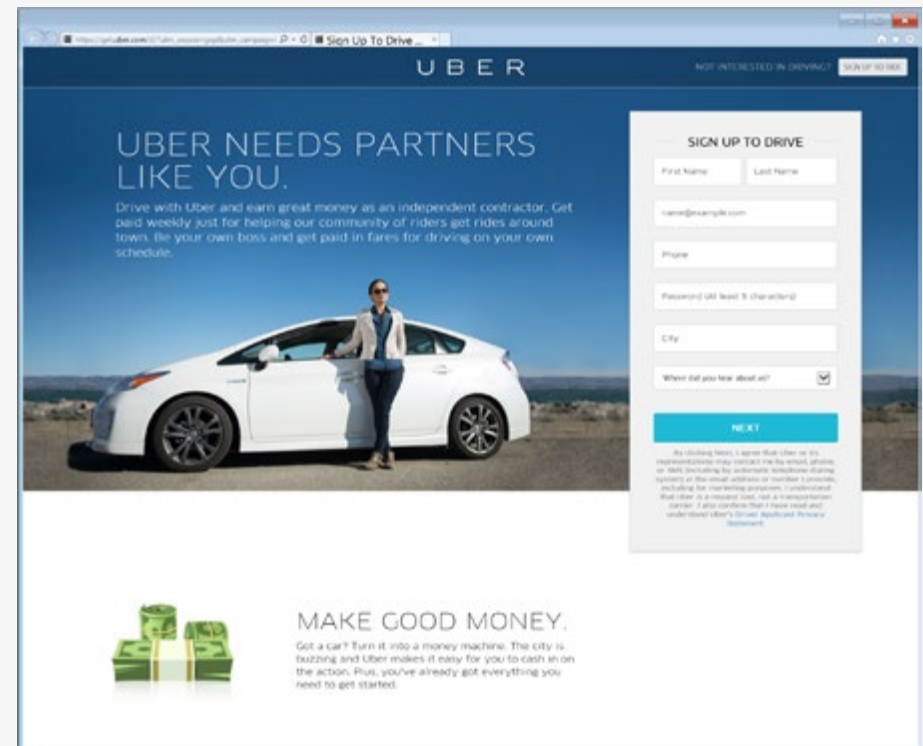
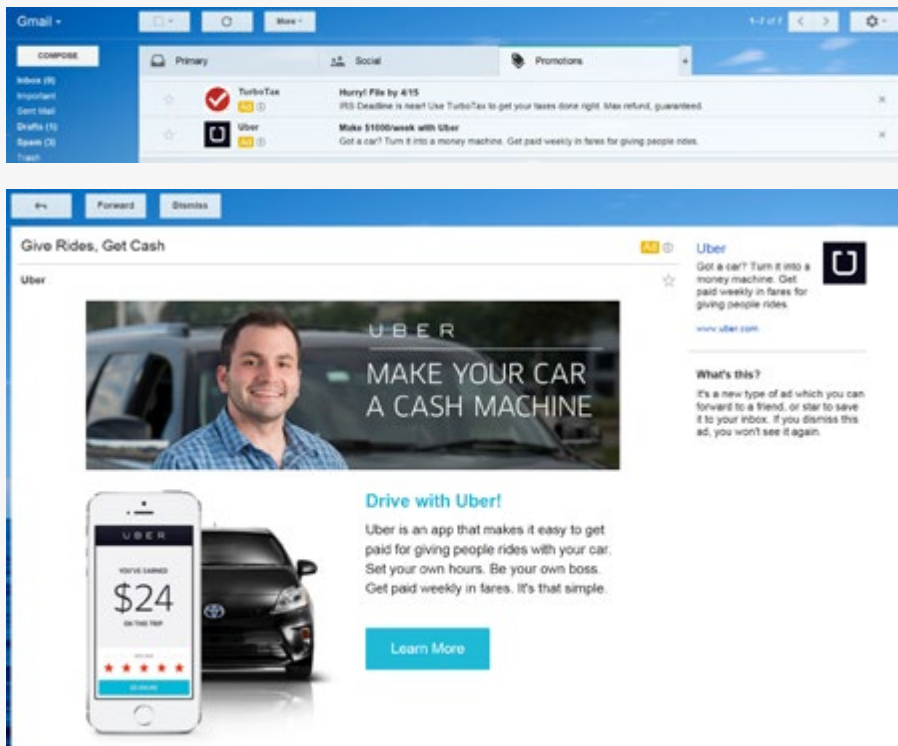
The Bureau of Labor and Statistics found that **82% OF INDEPENDENT CONTRACTORS** prefer their work arrangement to a traditional job.



MARKETING

1-to-many conversation

What message can you lead with at scale that will resonate with people?



Now, because the conversation is happening at a greater scale, they are selling less directly and doing more marketing to build the driver base:


Radio ads and online ads drive to landing pages.



MARKETING

1-to-many conversation

What message can you lead with at scale that will resonate with people?



UBER

RIDE FREE WITH UBER

SIGN UP WITH CODE

HLCB14

uber.com/go/HLCB14

FOR \$20 OFF YOUR FIRST 2 UBER RIDES

WHAT IS UBER? Uber is an app that connects you with a driver at the push of a button. Track the arrival of your ride, payment is cashless, and you'll even receive a text message when your driver arrives.

- 1 DOWNLOAD THE APP AND ENTER THE CODE
- 2 REQUEST A RIDE AND HOP IN!

UBER uses existing riders as a marketing channel to acquire new riders with various tactics: word-of-mouth, email, referral discount codes, etc.



PR / WORD OF MOUTH

many-to-many conversation

What can you do that people will tell others about?



UBER does local pop-up stunts that invite Instagrams, foot traffic, and a fast-spreading conversation among potential and existing riders.



ALWAYS BE SELLING

Think about what you can do in each phase of a customer's life cycle.

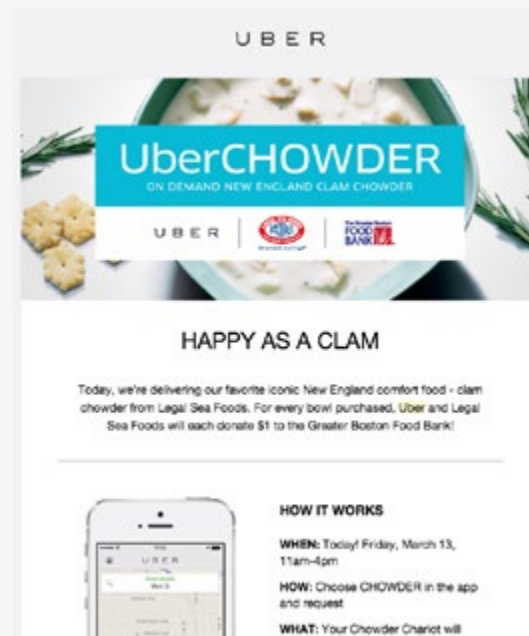
ACQUISITION

Getting new customers



DEVELOPMENT

Getting them to buy more,
deepening your relationship



RETENTION

Keeping customers over
time, fostering loyalty



#UberIceCream





Know what your selling & marketing goals are, and how you will **measure** your efforts.

SALES

MARKETING

ACTIVITIES

- emails asking to demo product

- facebook ads
- press release
- referral program for customers

METRICS

- tracking response rate
- # 1st meetings, 2nd meetings

- increase in phone calls
 - spike in web traffic
 - referrals through existing customers
-

IMPORTANT METRIC:

Through prototyping and iterating, you should figure out your cost of getting each new customer. This is also called CPA or Cost Per Acquisition.



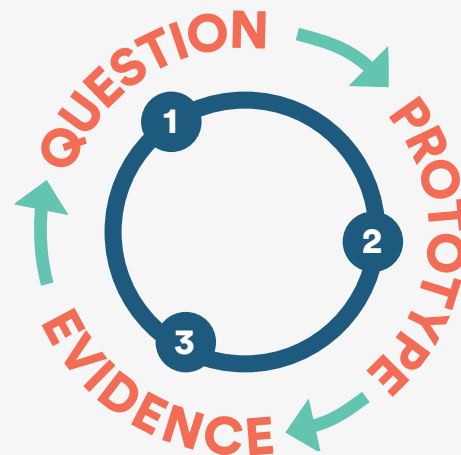
LET'S DO!

Now that you've learned more, take a shot at answering these questions:

How will you get people to buy (or sign up) for your product or
service? / What marketing and selling tactics should you use?

**FOR QUESTIONS YOU STILL NEED
TO ANSWER OR ASSUMPTIONS YOU
NEED TO PROVE,**

- What will you make / prototype?
- What evidence can you get?





WHAT'S NEXT?

DO

TAKE-ONE / AD CONCEPT

What focused message can you tell to potential customers to see if they would be interested in buying your product or service?

MARKETING JUMPSTART

What could your marketing and advertising look like across channels?

EXPERIMENT DESIGN

What new marketing or selling programs can you design and test before launching at scale?

LEARN

CUSTOMER EXPERIENCE

CREATING VALUE AT EVERY TOUCHPOINT

How will your venture express the brand throughout all touchpoints?

BRAND

BUILDING A DISTINCT BRAND FOR YOUR VENTURE

How will your brand drive your marketing and selling activities?

LEARN

YOUR PROMISE

COMMUNICATING YOUR VALUE

How will your promise show up in your customer acquisition efforts?

Other Resources

ARTICLE

WHY STARTUPS NEED TO FOCUS ON SALES, NOT MARKETING

BY JESSICA LIVINGSTON

Discussion on going deep with customers to understand their needs.

PODCAST

THE GROWTH SHOW

BY MIKE VOLPE FROM HUBSPOT

Profiles of high-growth companies and their marketing tactics.